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ABSTRACT

This book proposes that organizations must change their culture and that they must define what the new culture should look like. It states that the need to change the culture is a need to build a "development culture," which includes behaviors seen as desirable in employees and managers to keep organizations competitive in a rapidly changing marketplace. The behaviors are the following: constant learning, self-responsibility, continually adding value, and flexibility and adaptability. The 15 chapters of the book are organized in three parts. Part 1, "The Need for a Development Culture," discusses the factors that are causing the need to change organizational cultures and introduces some ways to look at the concept of culture. It also provides a view of the scope of a career development intervention needed to affect the culture. Part 2, "Roles and Responsibilities in a Development Culture," looks at all the roles and responsibilities that are necessary for or support using career development as a change agent in altering the culture. Part 3, "Designing a Career Development System That Builds a Development Culture," lays out the steps needed to implement a comprehensive career development process that can promote a development culture. Throughout the book, vignettes describe successful and unsuccessful attempts to institute career development in organizations. (Contains references.) (KC)

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